United Nations S/2013/240

Security Council

Distr.: General
22 April 2013

Original: English

Letter dated 19 April 2013 from the Secretary-General addressed to the President of the Security Council

I have the honour to transmit the implementation plan for the United Nations regional strategy to address the threat and impact of the activities of the Lord's Resistance Army (see annex). The plan is being submitted pursuant to the presidential statement of 19 December 2012 (S/PRST/2012/28), in which I was requested to present a prioritized and sequenced implementation plan to support the regional strategy.

I should be grateful if you would bring the present letter and its annex to the attention of the members of the Security Council.

(*Signed*) **BAN** Ki-moon

13-30400 (E) 210513

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Annex

Implementation plan for the United Nations regional strategy to address the threat and impact of the activities of the Lord's Resistance Army

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I. Introduction

1. The United Nations regional strategy to address the threat and impact of the Lord's Resistance Army (LRA) (S/2012/481, annex) was endorsed by the Security Council on 29 June 2012. It was developed to guide the efforts of the United Nations and other stakeholders in support of international efforts, led by the African Union, to neutralize the threat posed by LRA and to address the impact of its activities in the four affected countries: the Central African Republic, the Democratic Republic of the Congo, South Sudan and Uganda. Although the strategy has been developed by the United Nations, the process was carried out in consultation with the African Union, the affected States and their partners, meaning that its success depends on the willingness of all actors to support and implement the proposed actions. The strategy is a living document.

2. In the presidential statement of 19 December 2012 (S/PRST/2012/28), the Security Council requested the Secretary-General to present a prioritized and sequenced implementation plan to support the regional strategy, based on a clear division of labour between all parts of the international system as well as United Nations organizations. The Council also requested that the implementation plan should identify key projects that supported the priority activities of the strategy. The present document and its four appendices, which together form the implementation plan for the strategy, were developed in response to that request. The implementation plan provides an overview of the impact of the strategy and its implementation to date, highlights the priorities within the five strategic areas of intervention and specifies roles and responsibilities for implementation.

II. Background and implementation of the regional strategy to date

3. The regional strategy identifies five complementary areas of strategic support, which address the gaps and areas for improvement in terms of international response. It identifies specific goals and activities that together form an integrated response to the threat and impact of LRA activities. The adoption of the strategy has galvanized international efforts and led to the implementation of activities that are documented in the regular reports of the Secretary-General to the Security Council (most recently S/2012/923). The present section describes in broad strokes the implementation of the strategy, with a particular focus on the use of existing United Nations resources and support from extrabudgetary funds.

A. Existing resources

4. **Coordination.** The level of coordination within the United Nations system, and between the United Nations and LRA stakeholders, including the African Union, the affected States and their partners, has increased, within existing resources. At the high level, this coordination has been spearheaded by the Special Representative of the Secretary-General for Central Africa and Head of the United Nations Regional Office for Central Africa (UNOCA), Abou Moussa, and the African Union Special Envoy on LRA, Francisco Madeira. In addition, UNOCA has convened meetings of LRA focal points every six months, enabling all stakeholders to take stock of continuing efforts to implement the strategy. Furthermore, operational coordination and information-sharing among United Nations presences

in the affected countries has improved, in particular between the Dungu and Yambio sub-offices.

5. **Technical assistance.** The United Nations, led by the United Nations Office to the African Union, has provided technical assistance to the African Union in preparing and reviewing key documents for the operationalization of the African Union-led Regional Cooperation Initiative against LRA, including the concept of operations, the strategic directive, the rules of engagement and the minimum operating standards for the treatment of ex-combatants. In that regard, the concept of operations and the other key documents for the operationalization of the Initiative were adopted by the Joint Coordination Mechanism for the Initiative at its second ministerial meeting, in January 2013.

6. **Humanitarian assistance.** Cross-border sharing of information among the humanitarian country teams in the affected areas has been continuously strengthened. In that regard, the Office for the Coordination of Humanitarian Affairs issues quarterly regional updates on the humanitarian situation and response in LRA-affected areas, which serve as important advocacy tools and allow for requisite adjustments to programming to be made. Overall humanitarian and development needs are high in the region, with existing programmes aimed at meeting the most urgent needs for food, essential household items, medical care, protection support and agricultural tools, along with providing support for economic recovery and improving early warning mechanisms. This includes projects to increase access to high-quality and safe education for children and young people, to provide access to safe drinking water and basic sanitation infrastructure, to improve access to emergency primary and secondary health care and to reinforce the integrated disease surveillance system.

7. **Reporting on child protection needs.** United Nations protection focal points continued to strengthen their systematic monitoring and reporting of grave violations committed by LRA against children.

8. **Phased deployment of African Union troops.** In September 2012, the defence forces of the Central African Republic, South Sudan and Uganda officially handed over 2,860 troops to the African Union as part of their contribution to the regional force. In February 2013, the Democratic Republic of the Congo formally handed over 500 troops to the Regional Task Force. South Sudan has committed itself to providing an additional 500 troops, which would bring the total number of troops for the Regional Task Force to 3,860 of the 5,000 authorized.

9. **Disarmament, demobilization, repatriation, resettlement and reintegration.** Within peacekeeping assessed budgets and where mandates allow, peace operations in the LRA-affected region engaged in awareness-raising and repatriation activities, although gaps in rehabilitation and awareness-raising coverage of the LRA-affected areas persist. In addition, the Disarmament, Demobilization and Reintegration Section in the Office of Rule of Law and Security Institutions of the Department of Peacekeeping Operations managed the development of guidance on the disarmament, demobilization, repatriation, resettlement and reintegration of LRA and an awareness-raising project primarily funded by Germany (see para. 13).

10. **Human rights.** The Office of the United Nations High Commissioner for Human Rights (OHCHR) is finalizing a report on human rights abuses committed in the LRA-affected areas that will be made available in the first half of 2013.

11. **Communication strategy.** A United Nations communication strategy on the LRA issue has been developed and is set out in appendix I.

B. Extrabudgetary support

12. **Operationalization of the African Union-led Regional Cooperation Initiative against LRA.** The European Union provided financial assistance to support the headquarters of the Regional Task Force, the Office of the Special Envoy and the secretariat of the Joint Coordination Mechanism. Since 2008, the United States of America has provided more than $70 million in logistical support, equipment and training to enhance counter-LRA operations by national military forces in the region. Since October 2011, the United States has deployed some 100 military personnel to advise and assist regional military efforts against LRA. The United States also continues to provide support for efforts to strengthen civilian protection, facilitate defections from LRA and assist affected communities.

13. **Disarmament, demobilization, repatriation, resettlement and reintegration.** With the financial support of Germany, the Disarmament, Demobilization and Reintegration Section led and contributed to the development of a series of standard operating procedures on the disarmament, demobilization, repatriation, resettlement and reintegration of LRA through working-level meetings with the participation of civilian, military and government representatives, in addition to staff of the United Nations Integrated Peacebuilding Office in the Central African Republic (BINUCA), the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO), the United Nations Mission in South Sudan (UNMISS), UNOCA, the Department of Political Affairs, the Department of Peacekeeping Operations and the African Union. It also facilitated a high-level symposium at which consensus was reached by Member States and the United Nations for the Section to adapt the disarmament, demobilization, repatriation, resettlement and reintegration LRA-focused standard operating procedures to create standard operating procedures for United Nations peace operations in contexts that pose challenges owing to the presence of foreign combatants. Also with support from Germany, the Section conducted an awareness-raising project to develop messages encouraging LRA combatants to defect through local radios in the LRA-affected areas, including Gulu (Uganda), Yambio (South Sudan), Obo (Central African Republic) and Dungu (Democratic Republic of the Congo). In addition, from mid-2012, the World Bank supported BINUCA and MONUSCO through the recruitment of consultants to work on LRA issues. The Bank supported one consultant for MONUSCO, based in Dungu, and three for BINUCA (one coordinator/focal point and two field officers). The projects were to be carried out from June 2012 to June 2013, focusing on disarmament, demobilization, repatriation, resettlement and reintegration in Obo and Dungu.

14. **Child protection and humanitarian assistance.** Germany and the United Kingdom of Great Britain and Northern Ireland have provided financial support to the United Nations Children's Fund (UNICEF) for monitoring, coordination and response. In the past fiscal year, the United States provided more than $16 million in humanitarian assistance to populations affected by LRA.

III. Priority focus areas for the implementation of the regional strategy

15. On the basis of discussions in Entebbe, Uganda, at two meetings of LRA focal points convened by UNOCA from 25 to 27 July 2012 and on 11 and 12 February 2013, respectively, experts from the United Nations, the African Union, the affected States, donors (in particular the European Union and the United States), non-governmental organizations and other actors working on LRA identified a series of priority focus areas for the implementation of the strategy. Some of those actions are continuing and require no additional resources for implementation. Others, however, do require new funding. In that regard, United Nations system offices and their partners are currently developing projects to fill gaps in those areas. The present section identifies the priorities on the basis of the five goals identified in the strategy. Whereas the priorities identified herein are likely to remain stable, the implementation projects included in appendix II will be periodically reviewed, according to the availability of funding.

Strategic goal 1: the African Union-led Regional Cooperation Initiative against the Lord's Resistance Army is fully operational and implemented

16. Among the key areas identified as requiring immediate attention is the need to encourage the affected countries to provide the authorized 5,000 troops to the Regional Task Force. Gaps in funding and resources for the Regional Task Force should be quickly identified and filled. The United Nations and other actors should encourage international partners to provide additional training to the troops. There is a need to ensure that adequate resources are available immediately for the Regional Task Force, which currently lacks human resources and equipment sufficient to gather information and analysis to operate effectively. It also lacks adequate transportation, including air assets, communications equipment, mission start-up capacity and medical support and training for the troops.

Strategic goal 2: efforts to promote the protection of civilians are enhanced

17. There is a need to enhance the capacity of local communities to share and exchange information on LRA as a means of assessing regional threat levels so as to provide enhanced protection. In addition, military personnel from affected countries need clear procedures on how to handle and deal with civilians and to ensure respect for international norms and standards. Existing standard operating procedures for reception and handover of children separated from LRA need to be strengthened and implemented by all actors, including the national armies of the Central African Republic, the Democratic Republic of the Congo, South Sudan and Uganda. Priority should also be placed on ensuring that Regional Task Force troops and other military actors are adequately trained in order to prioritize the protection of civilians and uphold international humanitarian and human rights law. A key aspect of this is to ensure the application of standard operating procedures regarding the treatment, repatriation and reintegration of defectors, abductees and others released from LRA. Mechanisms for coordination and information exchange between the Regional Cooperation Initiative and the humanitarian actors in the field should also be established and regular meetings held among military actors, community leaders in LRA-affected areas, child protection agencies, non-governmental organizations and United Nations presences in each of the LRA-affected countries to discuss the LRA

threat. Lastly, priority should also be placed on establishing early warning systems to ensure the protection of civilians.

Strategic goal 3: current disarmament, demobilization, repatriation, resettlement and reintegration activities are expanded to cover all LRA-affected areas

18. There are critical gaps in the overall process of repatriation and reintegration of adults emerging from LRA, including a lack of fully funded reintegration programmes and legal frameworks in countries of return. A central objective in this area is to expand disarmament, demobilization, repatriation, resettlement and reintegration throughout the LRA-affected countries. Other challenges include the need to coordinate disarmament, demobilization, repatriation, resettlement and reintegration priorities and the planning and conduct of military operations. While disarmament, demobilization, repatriation, resettlement and reintegration activities are largely implemented through existing resources, there is a need for additional funding to install more radio transmitters to areas in which LRA frequently operates as part of efforts to expand "come home" programmes. Support for existing stations to improve their coverage and capacity is also required. Within the limits of their mandates, the United Nations missions in the affected countries should, as a priority, implement the United Nations coordinated approach on disarmament, demobilization, repatriation, resettlement and reintegration of LRA in coordination with relevant national authorities.

19. In addition, immediate attention should focus on the development of standard operating procedures for national armies in the region on the handover, repatriation and reunification of children who escape or are rescued from LRA under the lead of UNICEF and in coordination with the United Nations regional and mission-specific standard operating procedures on disarmament, demobilization, repatriation, resettlement and reintegration of LRA that have been developed for BINUCA, MONUSCO and UNMISS. Furthermore, BINUCA and UNMISS, in collaboration with the respective Governments, should further develop procedures for the repatriation of adult LRA escapees from the Central African Republic and South Sudan to their countries of origin. Also as an immediate priority, relevant United Nations actors should encourage LRA-affected countries and their partners, including non governmental and civil society organizations, to develop programmes and activities for the reintegration of LRA ex-combatants and dependants.

Strategic goal 4: a coordinated humanitarian and child protection response is promoted in all LRA-affected areas

20. While humanitarian partners contribute to tackling the impact of the LRA threat through advocacy efforts, humanitarian action in the respective affected countries remains distinct from the overall military and political objectives of the LRA regional strategy. The humanitarian response is planned and executed within the framework of existing country-specific coordination frameworks. Resources are mobilized through country-specific humanitarian appeals (see www.unocha.org/cap) and allocations from existing agency budgets. Humanitarian partners have produced a regional overview of humanitarian needs and response in LRA-affected areas, which includes priority humanitarian and recovery projects and their related cost (see appendix III). Overall, humanitarian agencies will continue their efforts to respond to existing humanitarian needs while promoting, where possible, return and recovery programmes. More than 440,000 people remain displaced in LRA-affected

areas in the Central African Republic, the Democratic Republic of the Congo and South Sudan. This includes more than 416,000 internally displaced persons, the vast majority of whom (some 348,000) are in the Bas-Uélé and Haut-Uélé districts of Orientale Province, Democratic Republic of the Congo. It also includes some 25,000 refugees, nearly 20,000 of whom are hosted in two refugee camps in Yambio and Ezo counties in South Sudan. Owing to the improved security situation in Western Equatoria State of South Sudan, many internally displaced persons have begun returning.

21. Verification exercises that humanitarian partners undertook in these displacement areas in 2012 revealed that most of the remaining internally displaced persons were generally integrated into host communities close to their places of origin, often "commuting" to farm their lands. In that context, and as part of the planning for 2013 in South Sudan, humanitarian partners agreed that the focus in Western Equatoria State should be on making a transition from humanitarian support to recovery and development. Some partners, including the United States, had already stopped their humanitarian funding in Western Equatoria State at the end of 2012, which caused the International Organization for Migration and Save the Children to phase out their emergency programmes. As part of efforts to support the transition to recovery, the World Food Programme and its partners have launched a food-for-assets programme for internally displaced persons in return areas. They plan to distribute 5,055 tons of food to some 95,000 people in Yambio, Nzara, Mundri East, Mundri West, Tambura, Ezo and Nagero counties in 2013. The Office of the United Nations High Commissioner for Refugees will also continue its protection and assistance activities for the nearly 20,000 refugees in the two camps in Yambio and Ezo counties.

22. In the south-eastern Central African Republic, there are an estimated 24,000 LRA-related displaced persons, including 21,000 internally displaced persons. The population is living in fear because LRA attacks continue to be reported. Humanitarian agencies are providing emergency assistance while expanding the number of rehabilitation projects to improve access. In that context, there is a need to increase humanitarian funding, in particular in the areas of food security, protection and recovery. Limited funding for the south-east has, however, caused some non-governmental organizations to phase out or reduce their activities, resulting in a substantial decrease in humanitarian projects since 2012. In the Democratic Republic of the Congo, the existing LRA threats notwithstanding, a timid return trend continues to be observed, in particular towards the main cities. In that context, humanitarian agencies are implementing a mixed approach: continuing humanitarian assistance while encouraging early recovery activities where possible. Besides assistance and protection projects, other priorities in LRA-affected areas include improving roads and bridges to facilitate humanitarian access and the potential for trade, building basic infrastructure and implementing income-generating activities.

Strategic goal 5: peacebuilding, human rights, rule of law and long-term development support is provided to LRA-affected Governments to enable them to establish authority across their territory

23. In this area, it is essential to strengthen governance institutions, including the rule of law, justice, corrections and accountability measures for crimes committed in the LRA-affected region, especially given the differences in approach by the four

affected countries. Related to that is the need to ensure adherence to international human rights instruments and treaties and to improve human rights monitoring and reporting in the affected areas, paying particular attention to gender issues. At the same time, it is critical to deal with factors that could derail long-term recovery and development, such as lack of economic opportunities, high rates of unemployment among young people and lack of service provision by State institutions. Priority focus should therefore be placed on supporting Governments in the region to develop peacebuilding and recovery frameworks that specifically address LRA-affected areas, including on gender and human rights issues. Relevant United Nations actors, international partners and specialized non-governmental organizations should also swiftly help to identify lead LRA government focal points and support capacity-building in the affected countries to strengthen local legal institutions and policies to address the consequences of the conflict and the conflict drivers.

24. Immediate attention should also be paid to conducting country-specific and regional training for civil society actors in LRA-affected countries to monitor and investigate abuses and violations. Focus should be equally placed on facilitating cross-border dialogue between civil society and local authorities and promoting peaceful interaction and economic activity. Lastly, although long-term in nature, United Nations actors and international partners should continue to accord priority to supporting LRA-affected countries to improve infrastructure, in particular roads, bridges, airfields and local government offices, in the LRA-affected areas, with a view to improving accessibility and encouraging economic activity.

IV. Roles and responsibilities for the implementation of the regional strategy

25. While much has been done to date to address the threat and impact of the activities of LRA, both within existing resources and with the support of partners, as outlined in section II, there is a need for a more systematic approach to the implementation of the regional strategy. The present section provides an overview of the steps that the United Nations and its partners will take to ensure implementation. It identifies the United Nations entities involved in implementation, the division of labour and coordination mechanisms in place and the monitoring and reporting modalities.

26. More specifically, on the basis of existing areas of intervention and activities identified in the strategy, in addition to the priorities determined (see section III), the implementation plan establishes timelines and clarifies lead entities and reporting mechanisms. It places emphasis on immediate and short-term actions that will be achieved in 2013 and, where appropriate, highlights longer-term actions. The implementation plan will be carried out by United Nations entities in partnership with the affected States and their external partners, the African Union and non-governmental organizations. The prioritized and sequenced implementation matrix is provided in appendix IV and will be updated periodically.

A. United Nations entities involved

27. The following United Nations entities are involved in the implementation of the LRA strategy: African Union-United Nations Hybrid Operation in Darfur, BINUCA, Department of Peacekeeping Operations, Department of Political Affairs,

MONUSCO, Office for the Coordination of Humanitarian Affairs, Office of the Special Representative of the Secretary-General for Children and Armed Conflict, Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict, Office of the United Nations High Commissioner for Refugees, OHCHR, UNICEF, United Nations Development Programme (UNDP), UNMISS, UNOCA and World Food Programme. These 15 United Nations entities form the Integrated Task Force on LRA.

28. **Lead United Nations entity.** Under the guidance and oversight of the Department of Political Affairs, UNOCA will serve as the lead entity for the coordination of efforts to implement the LRA strategy. UNOCA will work with the relevant United Nations departments, programmes and agencies, the African Union and partners to support, monitor and report on the implementation of the strategy.

B. Global coordination

29. The Department of Political Affairs and UNOCA will continue to convene the Integrated Task Force on a monthly basis to promote collaboration and coordination throughout the United Nations system. The Integrated Task Force meets at Headquarters and via videoconference or teleconference, linking offices away from Headquarters. United Nations offices and agencies are represented on the Integrated Task Force through their LRA focal points, who are responsible for coordinating their office's efforts to achieve the goals of the strategy and for reporting on progress. At UNOCA, which is responsible for overall monitoring of and reporting on the regional strategy, staff will be dedicated to tasks including supporting the advocacy and resource mobilization role of the Special Representative of the Secretary-General for Central Africa and Head of UNOCA and the African Union Special Envoy on LRA, leading efforts to implement the strategy by the United Nations system, coordinating overall reporting from the country-specific and thematic monitoring mechanisms, organizing the regular meetings of LRA focal points and maintaining a designated website to serve as a clearing house for LRA-related information (http://unoca.unmissions.org).

C. Country-specific coordination

30. In addition to the global coordination structure, country-specific coordination structures will be developed on the basis of existing mechanisms.

31. In the Central African Republic, a working group on LRA, chaired by BINUCA, regularly brings together humanitarian partners, non-governmental organizations, donors and the authorities to share information and develop response strategies on LRA. This working group will report on LRA activities specific to the Central African Republic.

32. In the Democratic Republic of the Congo, the Office for the Coordination of Humanitarian Affairs chairs a monthly coordination forum on LRA, meeting in Dungu. The forum provides updated and harmonized data on reported LRA attacks in the country. It collects, verifies and validates figures on suspected LRA incidents shared by non-governmental organizations, MONUSCO, United Nations entities and the protection cluster. It also provides an opportunity to analyse the military strength of LRA and to agree on humanitarian response strategies. The stabilization and reconstruction plan for areas emerging from armed conflict brings together ministries, MONUSCO, United Nations agencies and non-governmental

organizations to share information on continuing stabilization interventions and to identify new focus areas in which to engage so as to secure peace.

33. In South Sudan, there is a working group co-chaired by the UNMISS LRA focal point and the government focal point. It comprises representatives of UNMISS, United Nations agencies, humanitarian organizations, local authorities, civil society, the Regional Task Force and the Government.

34. In Uganda, recovery efforts in LRA-affected areas are coordinated through the Peace, Recovery and Development Plan, which is led by the Government. Coordination is directed through a management committee and technical working group, both of which include representatives of the United Nations, partners and civil society.

35. The United Nations focal points of these country-specific coordination mechanisms will report to the Integrated Task Force.

D. Thematic coordination

36. Five thematic working groups have been established, each responsible for a specific aspect of the regional strategy.

37. **Humanitarian action and protection of civilians.** Reports on humanitarian action and the protection of civilians will be provided through the Humanitarian Coordinators in the LRA-affected countries. The Office for the Coordination of Humanitarian Affairs will be the lead entity for this thematic area.

38. **Disarmament, demobilization and reintegration/disarmament, demobilization, repatriation, resettlement and reintegration.** The United Nations missions in LRA-affected areas, in collaboration with the United Nations country teams, will monitor programmes and activities, where relevant, relating to disarmament, demobilization and reintegration and disarmament, demobilization, repatriation, resettlement and reintegration. They will provide updates on the activities undertaken by actors in that regard through their regular reports to the Security Council. The Disarmament, Demobilization and Reintegration Section in the Office of Rule of Law and Security Institutions of the Department of Peacekeeping Operations will be the lead entity to facilitate and coordinate reporting by BINUCA, MONUSCO and UNMISS in this thematic area, with support from UNOCA and the Department of Political Affairs, where appropriate.

39. **Child protection.** The child protection focal point system will continue to provide the working group with information on violations committed by LRA, in addition to associated child protection concerns, through the Office of the Special Representative of the Secretary-General for Children and Armed Conflict. Efforts will be made to ensure synergies and coherence in the nature of the data gathered in all the LRA-affected countries to allow for trend analysis. The Office will be the lead entity for this thematic area.

40. **Human rights.** The United Nations will develop and strengthen the relevant national networks of human rights non-governmental organizations in the LRA-affected countries using existing resources, with a view to enhancing coordination, information-sharing and reporting on human rights cases. A similar network at the regional level, bringing together all LRA-affected countries, will also be supported

to enable human rights reporting, insofar as possible. OHCHR will be the lead entity for this thematic area.

41. **Development and long-term recovery.** In LRA-affected countries, where United Nations Area Coordinator systems are not in place, a United Nations country team response will be developed on the basis of existing coordination frameworks, with dedicated LRA focal points. The Offices of the Resident Coordinators in relevant countries will be tasked with looking into this, with support from UNDP where possible.

E. Reporting

42. Monitoring, evaluation and reporting with regard to the implementation of the regional strategy will be carried out at the country and regional/international levels, as well as along thematic lines. At the country level, designated African Union and United Nations LRA focal points will document all LRA-related activities conducted in their area of responsibility that pertain to the implementation of the regional strategy. They will in turn report to the Integrated Task Force.

43. Departments and offices will prepare and submit regular updates to UNOCA, which will in turn prepare regular updates for the Secretary-General and the Security Council on progress in implementing the strategy.

44. Lastly, the United Nations will organize twice-yearly meetings of United Nations and African Union LRA focal points to review the implementation of the strategy.

Appendix I

Communication strategy

General overview

1. The Lord's Resistance Army (LRA) remains a serious security and humanitarian threat throughout a broad swathe of Central Africa, concentrated in the Central African Republic, the Democratic Republic of the Congo and South Sudan. Over the past decade, the group has killed, wounded or abducted thousands of innocent people and terrorized entire communities. Women and children have been its chief victims.

2. There has been significant progress, however. In 2012, LRA combatants killed 51 civilians, the lowest figure since 2007. The corresponding figure for 2011 was 154, while for 2010 it was 706 (according to the LRA Crisis Tracker). The trend is clear: thanks to the engagement of the affected countries and the international community, LRA is on the run. Its leaders are largely in hiding and defections are rising, especially among women and children held against their will. The bottom line is that, in contrast to recent years, LRA is a seriously diminished force.

3. Now is the moment to capitalize on those gains. If the international community comes together for a determined final push, it can end the long reign of terror of LRA. The world can eliminate LRA as a terrorist and humanitarian threat.

4. The United Nations, which is working closely with the African Union, Governments in the affected countries, their external partners and non-governmental organizations to end the LRA threat, has developed a comprehensive strategy for collective action, which is fully scalable with clear timelines. What is required now is action. Troop-contributing countries must deliver on their pledge to deploy troops on the ground. Donors and other contributors should embrace elements of the strategy best suited to their capabilities and resources.

5. Together, let us go the last mile. Let us eliminate this humanitarian and terrorist scourge. Let us find Joseph Kony and his ringleaders and bring them to justice.

Goals

6. The goals are:

(a) To keep the LRA issue on the international agenda;

(b) To support activities aimed at addressing the threat posed by LRA.

Objectives

7. The objectives are:

(a) To demonstrate the Organization's system-wide commitment to addressing the LRA issue, while managing expectations of what the Organization and the African Union can achieve;

(b) To build international political, military and donor support for the African Union-led Regional Cooperation Initiative against LRA and for the implementation of the United Nations regional strategy;

(c) To boost donor support for humanitarian, peacebuilding and long-term development efforts in the LRA-affected areas;

(d) To highlight the strong cooperation between the United Nations, the African Union and other stakeholders in addressing the threat posed by LRA;

(e) To correctly inform the populations and Governments of the LRA-affected countries about the objectives and scope of the Regional Cooperation Initiative and the United Nations regional strategy;

(f) To improve public awareness of the continuing atrocities of LRA and demonstrate the group's impact on civilians in LRA-affected areas;

(g) To encourage the individual LRA-affected countries to step up efforts to protect their own civilians and to improve coordination among themselves;

(h) To encourage compliance with applicable international humanitarian, human rights and refugee law and the need to protect civilians during military operations by the Regional Task Force against LRA;

(i) To promote and ensure coordination and information-sharing among all stakeholders.

Target audiences

8. **International.** The international target audience consists of the States and organizations that are not parties to the conflict but can positively or negatively influence events. They include, but are not limited to:

(a) Member States (especially members of the Security Council);

(b) The African Union and its member States (especially members of the Peace and Security Council);

(c) United Nations and African Union partners;

(d) Donor countries;

(e) International media;

(f) International non-governmental organizations (especially humanitarian and advocacy groups).

9. **Regional and local.** The regional and local target audiences are countries and people directly involved in or affected by the conflict. They include:

(a) The Governments and militaries of the Central African Republic, the Democratic Republic of the Congo, South Sudan and Uganda;

(b) Individual members of LRA;

(c) Persons living in LRA-affected areas, including those who have been displaced or otherwise victimized;

(d) Local media, non-governmental organizations, local opinion leaders and traditional chiefs.

Key messages

10. A number of key messages have been devised as part of the communication strategy. They are set out below.

Overarching messages

11. The key overarching messages are as follows:

(a) LRA, its relatively small number of remaining elements notwithstanding, continues to pose a serious threat to civilians, with dire humanitarian consequences, in the affected areas in the Central African Republic, the Democratic Republic of the Congo and South Sudan;

(b) Addressing the LRA threat is a priority for the United Nations, the African Union, the affected States and their partners;

(c) The Governments of the LRA-affected countries, namely the Central African Republic, the Democratic Republic of the Congo, South Sudan and Uganda, have primary responsibility for addressing the LRA issue, with the African Union and the United Nations playing a supporting and advocacy role;

(d) It is essential to arrest and prosecute LRA leaders responsible for gross human rights violations, including Joseph Kony. Beyond this, the members of the task force are committed to the longer-term reconciliation and rehabilitation of affected communities and to the reconstruction and development of the region.

Political

12. The key political messages are as follows:

(a) The Special Representative of the Secretary-General for Central Africa and Head of the United Nations Regional Office for Central Africa (UNOCA) works closely with the African Union Special Envoy on LRA. They have undertaken a series of joint missions in the affected areas to engage local authorities and support populations;

(b) The United Nations and the African Union strongly condemn the continuing attacks on civilians, the atrocities and the continued abuses of human rights carried out by LRA. The two organizations urge LRA leaders to release all abductees and insist that all LRA elements put an end to such practices and surrender;

(c) Convening a high-level meeting of the affected States is essential to strengthening coordination and cooperation among all stakeholders;

(d) The United Nations and the African Union recognize the important role of non-governmental organizations and local communities in efforts to address the LRA threat, including with regard to the mobilization needed to enforce the arrest warrants issued by the International Criminal Court for Joseph Kony, Okot Odhiambo and Dominic Ongwen on charges of war crimes and crimes against humanity, among others;

(e) The United Nations encourages the international community to support the African Union-led Regional Cooperation Initiative against LRA and, in particular, the work of the Force Commander of the Regional Task Force authorized by the African Union in that regard. This support is crucial because it will allow the Force to achieve its mission and secure the affected areas;

(f) Kony and his elements must immediately stop their activities.

Peacekeeping

13. The key peacekeeping messages are as follows:

(a) In accordance with its mandate, the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) is conducting limited military operations and civilian interventions aimed at providing early warning and encouraging LRA defections so as to protect civilians from LRA attacks;

(b) MONUSCO provides logistical support in the form of rations, fuel and transport to military operations against LRA, jointly planned with the Mission, by units of the Congolese armed forces not known to have committed human rights violations;

(c) Over the past year, continuing pressure from MONUSCO and the Congolese armed forces contributed to a reduction in LRA activities. Nevertheless, although the LRA presence in the Democratic Republic of the Congo has been greatly reduced, it has not been eradicated. The cooperation between the Congolese armed forces and MONUSCO should continue and be reinforced.

Humanitarian

14. The key humanitarian messages are as follows:

(a) LRA continues to carry out indiscriminate attacks against civilians, spread fear and impede humanitarian access to displaced persons and their host communities in remote areas in the Central African Republic, the Democratic Republic of the Congo and South Sudan. LRA attacks result in killings, mutilations, abductions (especially of children and women), sexual slavery, the burning of houses and the looting of food items and other commodities. In general, LRA-affected areas are marked by internal displacement, lack of adequate protection, food insecurity, limited State authority and economic fragility;

(b) An estimated 440,000 people are currently displaced in the LRA-affected areas, many dependent on international assistance for food, shelter, health care, water and sanitation. This includes an estimated 348,000 people in the Haut-Uélé and Bas-Uélé districts of Orientale Province, Democratic Republic of the Congo, where a trend of timid return is also observed. In the Central African Republic, some 21,000 people are displaced, in addition to the nearly 3,000 Congolese refugees hosted in camps in Haut-Mbomou. This situation is unacceptable;

(c) The improvement in the security situation in South Sudan has allowed some 21,000 people to return to Yambio, Nzara, Ezo, Mundri, Maridi and Tambura counties. There remain, however, 49,000 persons displaced as a result of LRA attacks. The vast majority of those displaced reside with host families. South Sudan is also host to 18,037 Congolese and 1,143 Central African refugees;

(d) The remote and insecure nature of the affected areas makes it difficult and costly to establish and maintain humanitarian access to populations requiring protection and assistance for survival. Resources are stretched and many needs remain unmet;

(e) Stabilization efforts and development initiatives should go hand in hand, in particular in vulnerable remote areas. Efforts to build roads and schools and implement water schemes should be accorded priority;

(f) While humanitarian partners will contribute to the development of the wider military and political strategy to address the LRA threat, humanitarian action in the affected countries will need to remain distinct from the overall military and political objectives to ensure respect for humanitarian principles of neutrality, impartiality and independence. Furthermore, a more field-driven process and the engagement of humanitarian country teams is essential to ensuring a realistic and achievable planning process that is based on the situation on the ground;

(g) Immediate humanitarian priorities include the provision of improved protection and assistance to victims of LRA attacks. Discussions are under way among humanitarian partners in the Central African Republic and the Democratic Republic of the Congo in particular, and in South Sudan, on how to ensure greater humanitarian access and a strengthened humanitarian response. Steps are being taken to ensure greater sharing of information among the three United Nations country teams. Resource mobilization will continue within the framework of existing country-specific coordination frameworks and appeals. Humanitarian agencies estimate the current funding gap for the LRA response in 2013 to be at least $83.6 million;

(h) Humanitarian partners also engage with colleagues from the African Union on the development of a regional strategy for the protection of civilians in LRA-affected areas. The focus is on ensuring compliance by the Regional Task Force with international humanitarian and human rights law and appropriate levels of civil-military coordination with humanitarian partners.

Human rights and sexual violence

15. The key human rights and sexual violence messages are as follows:

(a) Sexual violence against women and children held captive by LRA remains alarming;

(b) LRA must immediately release all women and children held against their will to the United Nations and partners, as called for in the Agreement on Disarmament, Demobilization and Reintegration of February 2008. These women and children have a right to be safely reintegrated into their communities;

(c) Cases of human rights abuses and sexual violence perpetrated by LRA during attacks against civilians have decreased since 2009, however, thanks to concerted efforts by national authorities and international organizations, including peacekeeping missions. If we undertake supplementary efforts through the Regional Cooperation Initiative and the supporting United Nations strategy, we can put an end to this senseless violence and concentrate our efforts on reintegrating victims and healing local communities;

(d) The Regional Task Force and the Joint Coordination Mechanism campaign against violence against civilians, in particular women and media personnel.

Messengers

16. The following are key messengers:

(a) The Secretary-General and his spokesperson;

(b) Abou Moussa, Special Representative of the Secretary-General for Central Africa and Head of UNOCA;

(c) Francisco Madeira, African Union Special Envoy on LRA;

(d) Roger Meece, Special Representative of the Secretary-General for the Democratic Republic of the Congo and Head of MONUSCO;

(e) Hilde Johnson, Special Representative of the Secretary-General for South Sudan and Head of the United Nations Mission in South Sudan (UNMISS);

(f) Margaret Vogt, Special Representative of the Secretary-General for the Central African Republic and Head of the United Nations Integrated Peacebuilding Office in the Central African Republic (BINUCA);

(g) Jeffrey Feltman, Under-Secretary-General for Political Affairs;

(h) Hervé Ladsous, Under-Secretary-General for Peacekeeping Operations;

(i) Valerie Amos, Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator;

(j) Navi Pillay, United Nations High Commissioner for Human Rights;

(k) Leila Zerrougui, Special Representative of the Secretary-General for Children and Armed Conflict;

(l) Zainab Bangura, Special Representative of the Secretary-General on Sexual Violence in Conflict;

(m) Zachary Muburi-Muita, Special Representative of the Secretary-General to the African Union;

(n) Dick Olum, Force Commander of the Regional Task Force, or his spokesperson;

(o) Nkosazana Dlamini-Zuma, Chairperson of the African Union Commission.

Tools and tactics

17. To reach and influence the intended international and national audiences, the most effective tools are electronic and print mass media and social media.

18. For the communication strategy to succeed, the proactive engagement of United Nations and African Union senior officials (its primary messengers) is required. This would include participating in press conferences and briefings;

granting interviews to international and local media; being available to public information platforms, including those of the United Nations at Headquarters and in the field (United Nations News Centre, United Nations Radio, Radio Okapi (MONUSCO) and Radio Miraya (UNMISS), etc.); and having staff draft press releases, op-eds and web articles, or utilize social media such as Twitter.

19. The timing of engagement with the media should be determined by when it is most relevant and most effective — for example, coinciding with any United Nations or African Union meetings on the LRA issue, or when United Nations or African Union reports on the subject are released.

20. Visits by senior United Nations or African Union officials accompanied by journalists to areas of concern have proved to be an effective method of raising the media profile of an issue.

21. The United Nations communications response must involve communicators from outside the peacekeeping and political sides of the Organization. Communications outreach by senior United Nations officials focusing on human rights, children and armed conflict or sexual violence, which emphasizes the victims' perspectives, may prove extremely effective in building support for the United Nations regional strategy.

22. The Department of Public Information will establish a focus page on the Organization's website (www.un.org) for news and information products provided by United Nations entities addressing the LRA issue. The African Union may consider following suit. The Department will also use its strong social media capacity to amplify messages regarding the LRA issue provided by the United Nations system.

23. Regarding existing United Nations field capacity, the Organization operates two of the most widely listened to and influential radio stations in the LRA-affected areas: Radio Okapi in the Democratic Republic of the Congo and Radio Miraya in South Sudan. Wherever possible, the two stations need to play a role in communicating key information to the LRA-affected areas, including to LRA itself. In that regard, MONUSCO is working in partnership with its Disarmament, Demobilization, Repatriation, Resettlement and Reintegration Section to establish local radio capacity, with a limited broadcast range, to target LRA and encourage its members to surrender and disarm. A leaflet-dropping campaign with the same objective is continuing.

24. Cooperation should be enhanced between Radio Okapi and Radio Miraya, as well as between those two United Nations stations and local public and private broadcasters. In addition, BINUCA should use its partnership with Radio Ndeke Luka in the Central African Republic to develop and support programmes on defection and to raise the awareness of populations of LRA. In the same vein, links should also be established with Radio Zereda (Obo), Radio Mbari (Bangassou) and other rural stations in the affected areas in the Central African Republic, where BINUCA deployed two consultants in May 2012 to monitor and ensure better coordination, using relevant information from the ground.

25. The United Nations should target key local communicators and opinion leaders (including religious leaders and traditional chiefs) and include them in public meetings and seminars, with the involvement of the civil affairs sections of MONUSCO and UNMISS and the relevant sections of BINUCA.

Partners

26. **The African Union.** In implementing the communication strategy, the key partner for the United Nations is the African Union, which will be taking the lead in addressing the LRA threat. Joint press conferences and op-eds by United Nations and African Union officials should be considered. The United Nations, specifically its peacekeeping missions, should make its public information platforms, such as Radio Okapi and Radio Miraya, as open as possible to the African Union.

27. **Non-governmental organizations and advocacy groups, including religious leaders and musicians.** Many important non-governmental organizations and advocacy groups (such as Amnesty International, Oxfam, Human Rights Watch, Invisible Children, Enough Project, Crisis Action and, in the Central African Republic, Jeunesse unie pour la protection de l'environnement et le développement communautaire) have helped to raise the profile of the LRA issue.

Implementation

28. Primary responsibility for the implementation of this strategy lies with UNOCA and the Department of Political Affairs, with support from the African Union, BINUCA, MONUSCO, the African Union-United Nations Hybrid Operation in Darfur, the Department of Peacekeeping Operations, the Department of Public Information, the Office for the Coordination of Humanitarian Affairs, the Office of the United Nations High Commissioner for Refugees, the United Nations Children's Fund, the United Nations Development Programme, the United Nations Office to the African Union and UNMISS. A communications task force will be created among relevant staff of the aforementioned agencies to help to ensure the full implementation of the strategy.

Assessing and updating the communication strategy

29. Communication strategies are always works in progress. While their objectives, audiences, messengers and tactics remain relatively constant, their messages need to be adjusted as the situation evolves. Progress made in the implementing the strategy should be measured at regular intervals, i.e. quarterly or semi-annually.

Appendix II

Proposed priority projects, with associated cost estimates, for the implementation of the regional strategy

To carry out the priority actions identified at two meetings of Lord's Resistance Army (LRA) focal points convened by UNOCA in Entebbe, Uganda, the United Nations system and other stakeholders have developed the projects listed below. They represent a starting point. Additional projects will be developed by the United Nations, the African Union, national and international partners and non-governmental organizations to ensure action on the immediate priorities.

Implementation of the regional strategy to address the threat posed by the Lord's Resistance Army

1. **Strengthening support by the Department of Political Affairs to combat cross-border threats posed by armed groups in Central Africa: implementing the United Nations regional strategy to address the threat and impact of the activities of Lord's Resistance Army**

   Implementing entity: Department of Political Affairs.

   Synopsis: The project will begin in April 2013 for an initial one-year period. It will help the Department to better coordinate the overall implementation of the United Nations regional strategy, through the deployment of a consultant to work at the United Nations Regional Office for Central Africa (UNOCA) in Gabon as a dedicated LRA focal point and a consultant to work at the United Nations Integrated Peacebuilding Office in the Central African Republic (BINUCA) to monitor political and operational developments with regard to LRA in Obo.

   Project costs: $250,000.

2. **Regional meetings of key communicators and opinion leaders**

   Implementing entity: United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) and United Nations Mission in South Sudan (UNMISS) Political Affairs Section, Civil Affairs Section and Public Information Section; BINUCA and UNOCA Political Affairs Section and Public Information Section.

   Synopsis: This project consists of the organization of regional meetings in Dungu between key communicators and opinion leaders from the three LRA-affected countries where there is a United Nations mission, with the aim of creating a regional dynamic for information sharing, exchange, early warning and assessment of the LRA threat and of priority needs. A community-centred approach can go beyond the security aspects and touch on common concerns regarding disarmament, demobilization, repatriation, resettlement and reintegration issues, restoration of State authority, economic issues and community dialogue. This initiative would be carried out with a regional network of religious leaders against LRA. Participants would include local opinion leaders such as religious leaders, traditional chiefs, territorial and State administrators and non-governmental organizations.

   Project costs: $250,000.

Operationalization and full implementation of the Regional Cooperation Initiative against the Lord's Resistance Army

3. Building the capacity of the Regional Task Force regarding international human rights law, standard operating procedures and child protection

Implementing entity: United Nations Children's Fund (UNICEF) and Office of the United Nations High Commissioner for Human Rights (OHCHR), with support from the Office for the Coordination of Humanitarian Affairs, the Office of the United Nations High Commissioner for Refugees, the African Union, UNOCA and the Department of Peacekeeping Operations.

Synopsis: The project aims to provide technical input to the Regional Task Force in developing and implementing a protection of civilians strategy for LRA-affected areas, to provide predeployment training on international human rights law, child protection, standard operating procedures on dealing with women and children and gender-based violence for all troops deployed by the Regional Task Force, to conduct in-theatre refresher training every six months and to monitor compliance by Regional Task Force troops.

Project costs: to be determined.

Enhancement of efforts to promote the protection of civilians and humanitarian assistance

The humanitarian response is planned and executed within the framework of existing country-specific coordination frameworks. Resources are mobilized through country-specific humanitarian appeals. Details on priority humanitarian activities and their related cost are included in the regional overview of humanitarian needs and response in LRA-affected areas (see appendix III).

Expansion of disarmament, demobilization, repatriation, resettlement and reintegration programmes

4. Lord's Resistance Army: disarmament, demobilization, repatriation, resettlement and reintegration and awareness-raising

Implementing entity: Disarmament, Demobilization and Reintegration Section, Office of Rule of Law and Security Institutions and Department of Peacekeeping Operations.

Synopsis: This project aims to create a solid basis, through the development and harmonization of standard operating procedures, for the expansion of disarmament, demobilization, repatriation, resettlement and reintegration throughout the LRA-affected area and to reinforce national capacity in the development and distribution of awareness-raising messages encouraging defections from LRA.

Project costs: $360,000.

5. Reintegration, resettlement and repatriation of adult Lord's Resistance Army returnees in the Central African Republic

Implementing entity: BINUCA, in partnership with the Government of the Central African Republic and local and international non-governmental organizations.

Synopsis: This project aims to facilitate the smooth reintegration of adult returnees from LRA into their communities, as outlined in the approved standard operating procedures. Activities envisaged under the project include the provision of therapy to adult returnees by trained psychosocial personnel, support for families in the reintegration of LRA elements and skills training for returnees.

Project costs: $200,000.

6. Encouraging defections among Lord's Resistance Army fighters through a network of mobile radios in the Central African Republic and South Sudan

Implementing entity: BINUCA and UNMISS, in partnership with troops deployed in the Central African Republic and community-based radio stations.

Synopsis: This project aims to establish a system of constant peace messages broadcast through mobile radio networks in the Central African Republic that encourage LRA combatants to defect and lay down their arms. It aims to provide training to military and media personnel in both basic technical broadcasting and journalistic skills, to deploy mobile radios to areas in which LRA combatants can be reached and to ensure that peace and tolerance messages encouraging defections are prepared, recorded and broadcast at least three times per week during peak listening periods.

Project costs: $100,000.

Peacebuilding, human rights, rule of law and development and expanding State authority

7. Consultation, participation and engagement with affected communities on recovery, peacebuilding and development

Implementing entity: United Nations country teams/Resident Coordinators in the Central African Republic, the Democratic Republic of the Congo, South Sudan and Uganda, with support from United Nations missions, local authorities and community leaders and non-governmental organizations.

Synopsis: The project aims to identify and integrate community priorities into peacebuilding, recovery and development projects and encourage dialogue between stakeholders. It will involve the holding of two consultative workshops in each LRA-affected country and exchange visits among communities in the LRA-affected areas.

Project costs: $280,000.

8. **Road rehabilitation**
Ezo-Source Yubu (50 km) (South Sudan/Central African Republic border)
Yambio-Nabiapai (35 km) (South Sudan/Democratic Republic of the Congo border)

Implementing entity: Agencies, funds and programmes.

Synopsis: The project aims at rehabilitating border feeder roads cutting through areas with very high economic potential that have been heavily devastated by LRA: Ezo-Source Yubu, along the border with the Central African Republic, and Yambio-Nabiapai, which connects South Sudan to the Democratic Republic of the Congo. These two arteries will ensure rapid revitalization of socioeconomic development and promote livelihood activities, in addition to restoring full security and confidence on the part of the internally displaced persons who have now returned to their villages. The Regional Task Force, responsible for tracking remnants of LRA elements, will be able to easily gain access to these areas.

Project costs: $20 million.

9. **Road rehabilitation**
Ngilima-Bangadi-Doruma (170 km)
Duru-Bitima-Nabiapai (35 km)

Implementing entity: Agencies, funds and programmes.

Synopsis: The objective is to tackle issues relating to the deployment of troops. In terms of security, the Ngilima-Bangadi-Doruma axis, which has witnessed LRA attacks, will facilitate easy access for forces to reach out to populations and ensure their protection. The project will also contribute to the tracking of remnant LRA elements and facilitate the return of populations displaced by LRA attacks.

Project costs: $3 million.

10. **Strengthening the capacity of justice, police and corrections administrations**

Implementing entity: Agencies, funds and programmes.

Synopsis: The project aims at rehabilitating and equipping police stations, prisons and courts. It will support the redeployment of police and border police in Haut-Uélé and Bas-Uélé and strengthen the capacity of justice, police and corrections administrations through training. The project will also address impunity, support the justice system to function properly and help to tackle issues such as sexual violence, abuse and extortion.

Project costs: $10 million.

11. **Gender promotion initiative by the United Nations Entity for Gender Equality and the Empowerment of Women and the United Nations Children's Fund for 2013-2014, supported by the Peacebuilding Fund**

Implementing entity: United Nations Entity for Gender Equality and the Empowerment of Women and UNICEF.

Synopsis: The project recognizes that, although there is peace in the Acholi region, conflict and tensions in communities have not ended and many young people, women and girls affected by war continue to be subjected to stigmatization, gender-

based discrimination and violence. Gender discrimination, land disputes, sexual and gender-based violence against women and against those formerly associated with LRA are sources of conflict and therefore represent a threat to stability and peace in northern Uganda. This project will respond to the unmet needs of women and girls by supporting the social reintegration of those who returned from LRA with children born in captivity. It will also address some cultural and economic barriers that prevent women and male former combatants from gaining access to and controlling means of production, in particular land.

Project costs: $1 million.

12. Relevant United Nations peacebuilding, development and human rights actors support the Governments in the region to develop peacebuilding and recovery frameworks on gender and human rights that specifically address areas affected by the Lord's Resistance Army

Implementing entity: OHCHR (OHCHR Uganda, United Nations country team and United Nations Development Programme (UNDP) to lead).

Synopsis: The project will help the Government to develop peacebuilding and recovery frameworks on human rights and gender. It will involve consultations, preparations of reports, advocacy and provision of technical assistance to the authorities.

Project costs: $45,000.

13. Strengthening local legal institutions (dispute resolution)

Implementing entity: OHCHR (MONUSCO-OHCHR United Nations Joint Human Rights Office).

Synopsis: The project aims to reinforce the capacity of military tribunals to prosecute alleged human rights abusers, both State and non-State actors. In the Democratic Republic of the Congo, anyone who commits a crime against humanity, whether an armed non-State actor, a member of the military, a police officer or a person committing crimes with a weapon of war, falls under the jurisdiction of a military tribunal.

Project costs: $45,000.

14. Strengthening national human rights institutions to fulfil their protection mandate through training and technical support

Implementing entity: OHCHR (MONUSCO-OHCHR United Nations Joint Human Rights Office).

Synopsis: The project aims to strengthen national human rights institutions through training and technical support. Under the project, OHCHR will train staff in northern Uganda on transitional justice and other issues (amnesty, disarmament, demobilization and reintegration, reconciliation, early warning).

Project costs: $210,000.

15. Training civil society organizations to monitor and investigate human rights violations committed in the areas affected by the Lord's Resistance Army

Implementing entity: OHCHR.

Synopsis: The project aims to train civil society organizations to monitor and investigate human rights violations. Some of the training sessions will be on international standards, monitoring and reporting and conducting investigations with civil society organizations in the LRA-affected areas and in areas where internally displaced persons currently reside.

Project costs: $170,000.

16. Strengthening local justice systems to respond to local needs

Implementing entity: OHCHR Uganda.

Synopsis: The project aims to strengthen local justice systems to respond to local needs. It will involve providing training to local council courts and carrying out outreach programmes to raise the awareness of local chiefs and communities of relevant human rights issues in returnee communities. It will also help to develop and disseminate educational material on human rights.

Project costs: $50,000.

17. Best practices on human rights and gender

Implementing entity: OHCHR with MONUSCO, BINUCA, UNMISS, OHCHR Uganda, UNOCA, the Office for the Coordination of Humanitarian Affairs and UNDP.

Synopsis: United Nations human rights actors, in collaboration with relevant national authorities, will carry out a regional needs assessment of best practices (focusing on human rights and gender, with the aim of replicating best practices) in the LRA-affected countries and develop a comprehensive plan to support human rights in those areas.

Project costs: $60,000.

Appendix III

Regional overview of humanitarian needs and response in areas affected by the Lord's Resistance Army (March 2013)

Introduction

1. Years of violence and terror in areas affected by the Lord's Resistance Army (LRA) have had an impact on the some 2 million people living along the borders of the Central African Republic, the Democratic Republic of the Congo and South Sudan. Today, 440,000 people are either internally displaced or are refugees. Men, women and children continue to be abducted, raped and mutilated. They are forced into sexual slavery and their homes and food stocks are looted. Others live in fear, unable to leave the relative security of urban centres to work, tend to the land and develop livelihoods. As such, a serious humanitarian crisis continues throughout the region and an enhanced response must be urgently supported to protect civilians and provide them with the basic support required not only to prevent further destitution, but also to maintain hope and lay the ground for future self-reliance.

2. Through a collective regional approach including the humanitarian country teams in LRA-affected areas, the needs of the affected population have been better identified and responses more targeted. Three strategic priorities have been identified to meet the urgent life-saving needs of the most vulnerable groups: reduce morbidity and mortality by ensuring that people have access to basic services such as food, health, nutrition, water, sanitation and hygiene, and emergency education; strengthen protection for at-risk populations by helping to address grave human rights violations, reunite children separated from their families, release children from association with LRA and reduce and respond to gender-based violence; and improve living conditions, strengthen resilience and support the empowerment of LRA-affected people in the region.

Lord's Resistance Army remains present and active

3. Following Joseph Kony's refusal to sign the Juba peace agreement in April 2008, the Government of Uganda, with the support of the Government of the Democratic Republic of the Congo and other authorities in the region, launched Operation Lightning Thunder in December 2008. LRA retaliated with reprisal attacks, killing scores of civilians and kidnapping hundreds of children, many directly from their schools. Since 2009, LRA has broken into smaller, more mobile groups and shifted its tactics from higher-profile killings and mutilations to kidnappings and lootings. Nevertheless, the fear instilled in the population, and its direct impact on families, remains great. Few of the displaced have returned to their areas of origin, the reduced number of LRA attacks in 2012/13 notwithstanding.

4. Attacks occur primarily in rural border areas where State authority is limited. This has forced those living on the land to flee towards population centres providing them with relatively more safety. The humanitarian response to their most basic needs remains a challenge, however, owing to insecurity, remoteness, poor infrastructure and — fundamentally — a lack of funding for critical interventions. Figure I shows the number of LRA attacks in the Central African Republic, the Democratic Republic of the Congo and South Sudan from January 2011 to

December 2012, while figure II indicates the areas of those countries most affected by LRA activity.

Figure I

LRA attacks in the Central African Republic, the Democratic Republic of the Congo and South Sudan, January 2011-December 2012

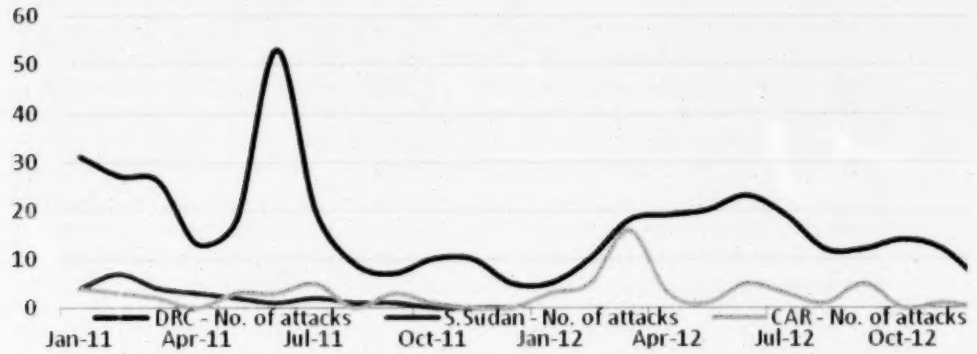
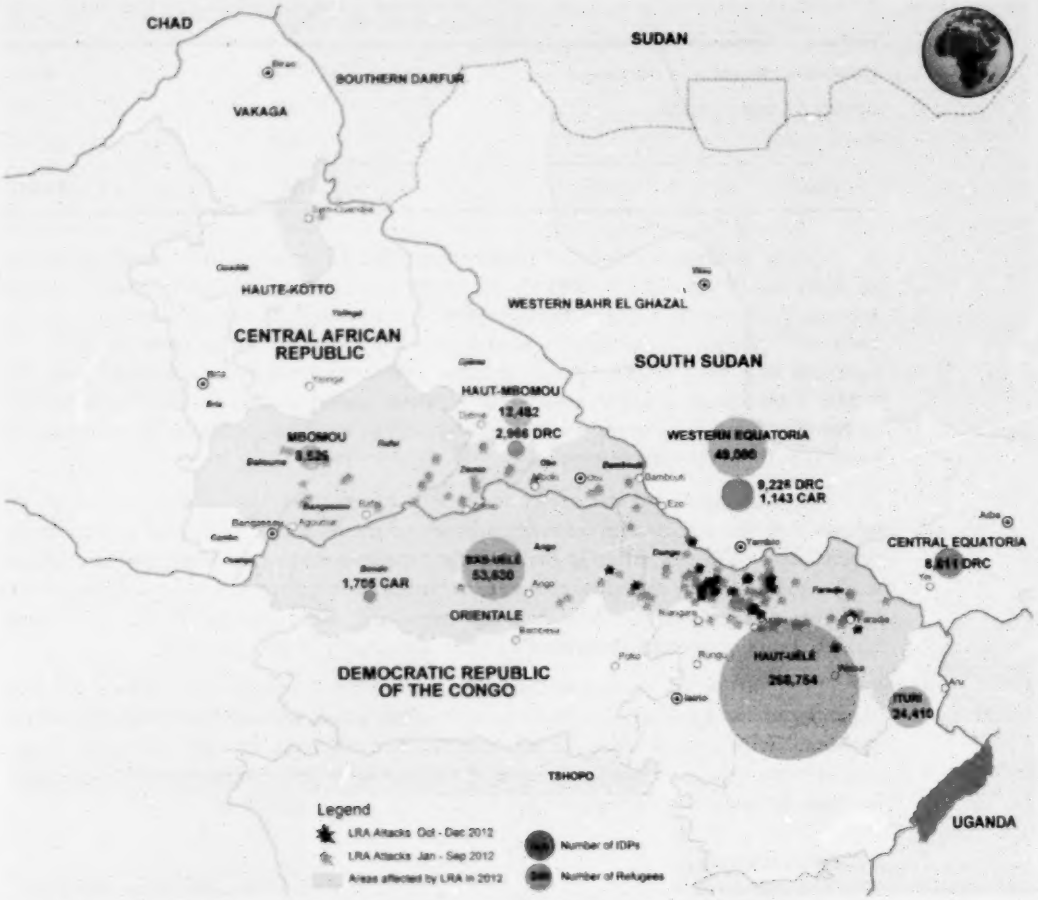


Figure II

Areas of the Central African Republic, the Democratic Republic of the Congo and South Sudan most affected by LRA activity



Map produced by OCHA Eastern Africa.

The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations. The final boundary between the Sudan and South Sudan has not yet been determined. The final status of the Abyei area is not yet determined.

Humanitarian impact

5. Although the military and political threat of LRA to States has diminished, its activities have a disproportionate humanitarian impact, in particular concerning displacement and access to food and basic services.

Table 1
Displacements in LRA-affected areas in the Central African Republic, the Democratic Republic of the Congo and South Sudan as at 31 December 2012

	Internally displaced persons	*Refugees*
Democratic Republic of the Congo	347 794	1 705
Central African Republic	21 008	2 966
South Sudan	49 000	19 180
Total	**416 802**	**23 851**

6. Many internally displaced persons have been displaced multiple times, some as early as 2008, and are unlikely to return home while the LRA threat remains. Internally displaced persons have requested more support for projects to enhance their self-reliance. Immediate humanitarian support is needed for them and for their host communities, whose already meagre resources have been stretched over the years. These strains are exacerbating existing social and economic tensions and threaten to have long-term social impacts and to undermine fragile developmental gains if action is not taken urgently.

7. Displacement and insecurity have also taken their toll on the public health situation in the region. Increasing numbers of displaced persons live in extremely precarious conditions, often in the bush, and are exposed to epidemic-prone diseases such as shigellosis, measles, malaria, meningitis, salmonella, cholera, hepatitis E, trypanosomiasis, yellow fever and poliomyelitis. Many health centres have been rendered inoperative by frequent looting or the departure of personnel.

8. In addition to protection concerns and displacement, the climate of fear engendered by LRA affects food security and other sectors, compounding those problems with a lack of basic services. LRA effectively blocks access to fields, hunting grounds and markets, even for those who are not displaced, disrupting livelihoods and exacerbating already high levels of malnutrition.

Access challenges

9. All three countries affected by LRA today are among the 10 lowest-ranking countries on the human development index. The LRA-affected areas are among the least developed within all three countries. There is limited State authority in those areas, although some steps have been taken to improve the situation.

10. The physical and security challenges to humanitarian response in the LRA-affected areas are compounded by significant funding shortfalls. Access challenges include harsh climatic conditions, insecurity and remoteness, including almost non-existent mobile phone coverage. Road networks are limited, with many bridges weak and prone to collapse. In affected areas of the Central African Republic, few roads are paved and many are impassable during the rainy season. The maximum speed on many roads ranges from 20 to 40 km per hour. In the Democratic Republic of the Congo, non-governmental organizations must use motorbikes to reach remote areas. Access by air is also limited. Humanitarian operations are restricted or suspended during the rainy season.

11. With sufficient resources, however, more can be done to preposition supplies and ensure more predictable and adequate resupply to remote locations. In addition, information and communication networks can be developed to further protect people at risk.

Priority focus for an improved humanitarian response in areas affected by the Lord's Resistance Army

12. Priority focus areas to improve the humanitarian response include:

(a) Improving access, including in terms of increasing humanitarian flights that leave from a wider variety of regional hubs to enhance the overall capacity of humanitarian actors and the ability to respond rapidly to new developments;

(b) Strengthening the response, specifically in the areas of food security, health, water, sanitation and hygiene, shelter, essential household items, education and nutrition, and protection;

(c) Advocating a coherent and well-resourced regional approach that will address the root causes of insecurity and humanitarian needs in the region, including the LRA threat, and ensuring that, until such time, protection of civilians is improved and humanitarian life-saving efforts are complemented by more long-term recovery and development programming.

Urgent needs require adequate funding

13. The overall humanitarian situation in LRA-affected areas is one of acute need and insecurity. Slow and inconsistent funding has led some non-governmental organizations to pull out of the area and contributed to disrupted programming. This limits the ability of humanitarian partners to plan for and enable a more coherent and longer-term response to immediate humanitarian needs and resilience-building activities.

14. The response to LRA-related humanitarian needs is included into the overall humanitarian response, which is planned and executed within the framework of existing country-specific coordination mechanisms in the Central African Republic, the Democratic Republic of the Congo and South Sudan. Resources are mobilized through the humanitarian appeals for those countries, which are available at www.unocha.org/cap. As part of the appeals, humanitarian agencies have identified estimated funding gaps of at least $83.6 million (see the tables below) to respond to needs of LRA-affected people. This gap does not include other countrywide projects that also target LRA-affected areas in the Central African Republic, the Democratic Republic of the Congo and South Sudan.

Table 2
Current funding gaps for programmes in LRA-affected areas only: requirement per cluster and per country
(United States dollars)

Area of activity	*Democratic Republic of the Congo*	*Central African Republic*
Early recovery	–	2 020 074
Education	1 001 000	969 279
Food security	53 600 000	7 676 561
Protection	735 000	2 190 711
Water, sanitation and hygiene	2 544 274	1 700 309
Health	2 782 000	2 005 013
Logistics	300 000	3 800 000
Shelter and non-food items	1 574 000	–
Nutrition	450 000	–
Coordination	–	275 000
Subtotal	**62 986 274**	**20 636 947**
Total	**83 623 221**	

Table 3
Targeted beneficiaries per cluster and per country
(United States dollars)

Area of activity	*Democratic Republic of the Congo*	*Central African Republic*
Early recovery	–	77 763
Education	7 150	2 808
Food security	682 210	25 938
Protection	76 600	41 011
Water, sanitation and hygiene	141 350	41 256
Health	120 000	588 008
Logistics	10 900	–
Shelter and non-food items	76 000	–
Nutrition	2 827	–
Total	**Some beneficiaries may be targeted by more than one cluster, thus the total does not represent the real number of beneficiaries**	

Table 4
Requirement per appealing organization: Democratic Republic of the Congo
(United States dollars)

Appealing organization	*Cluster/sector*	*Requirement*
Samaritan's Purse	Shelter and non-food items	1 250 000
Lutheran World Federation	Shelter and non-food items	324 000
Action pour la promotion de l'entreprenariat	Nutrition	200 000
International Cooperation, Milan	Nutrition	250 000
World Health Organization	Health	1 000 000
United Nations Population Fund	Health	1 000 000
Medair	Health	782 000
Caritas Dungu	Logistics	300 000
Cooperazione e Sviluppo	Water, sanitation and hygiene	279 400
Danish Refugee Council	Water, sanitation and hygiene	940 874
Samaritan's Purse	Water, sanitation and hygiene	240 000
Medair	Water, sanitation and hygiene	200 000
Solidarités International	Water, sanitation and hygiene	884 000
Save the Children	Education	450 000
Action pour la promotion de l'entreprenariat	Education	281 000
Danish Refugee Council	Education	270 000
World Food Programme	Food security	41 600 000
Food and Agriculture Organization of the United Nations	Food security	12 000 000
Office of the United Nations High Commissioner for Refugees	Protection	735 000
Total		**62 986 274**

Table 5
Requirement per appealing organization: Central African Republic
(United States dollars)

Appealing organization	*Cluster/sector*	*Requirement*
Office for the Coordination of Humanitarian Affairs	Coordination	275 000
Agency for Technical Cooperation and Development	Early recovery	808 941
International Cooperation, Milan	Early recovery	457 613
United Nations Office for Project Services	Early recovery	501 000
Jeunesse unie pour la protection de l'environnement et le développement communautaire	Early recovery	252 520

Appealing organization	*Cluster/sector*	*Requirement*
Initiative développement Centrafrique	Education	225 486
International Cooperation, Milan	Education	508 607
Jeunesse unie pour la protection de l'environnement et le développement communautaire	Education	235 186
Agency for Technical Cooperation and Development	Food security	1 016 689
Community Humanitarian Emergency Board	Food security	682 131
Première urgence-aide médicale internationale	Food security	875 000
Jeunesse unie pour la protection de l'environnement et le développement communautaire	Food security	277 665
Initiative développement Centrafrique	Food security	245 800
Mercy Corps	Food security	1 079 276
World Food Programme	Food security	3 500 000
Initiative développement Centrafrique	Health	260 913
Merlin	Health	1 744 100
World Food Programme	Logistics	3 800 000
Mercy Corps	Protection	1 278 493
International Cooperation, Milan	Protection	912 218
Mercy Corps	Water, sanitation and hygiene	945 319
Agency for Technical Cooperation and Development	Water, sanitation and hygiene	573 090
Initiative développement Centrafrique	Water, sanitation and hygiene	181 900
Total		**20 636 947**

Appendix IV

Implementation matrix

Goal 1: the African Union-led Regional Cooperation Initiative against the Lord's Resistance Army is fully operational and implemented

Time frame	*Lead entity*	*Actions to be performed*
Ongoing	United Nations Regional Office for Central Africa (UNOCA)	The Special Representative of the Secretary-General for Central Africa and Head of UNOCA, in collaboration with the African Union Special Envoy on the Lord's Resistance Army (LRA), will regularly engage the troop-contributing countries at the highest political level on issues of common interest, including those relating to cooperation and information gathering and exchange.
Ongoing	UNOCA	The Special Representative of the Secretary-General for Central Africa and Head of UNOCA, in collaboration with the African Union Special Envoy on LRA, will regularly engage the United Nations presences in the LRA-affected countries to discuss issues of common interest regarding LRA, including issues relating to coordination between the United Nations presences and the African Union-led Regional Task Force.
April 2013	UNOCA/United Nations Office to the African Union (UNOAU)	UNOCA and UNOAU will support the African Union to organize a resource mobilization forum to raise financial resources for the implementation of the LRA strategy.
May 2013	UNOAU	The African Union will recruit the staff required to render the Regional Task Force operational.
June 2013	UNOCA	The Special Representative of the Secretary-General for Central Africa and Head of UNOCA, in partnership with the African Union Special Envoy on LRA, will encourage the LRA-affected countries to provide the full contingent of 5,000 troops to the Regional Task Force by June 2013.
May 2013	UNOCA	UNOCA will strengthen its staff component by appointing an LRA focal point responsible for coordinating its activities on the LRA issue.
May 2013	Department of Political Affairs/UNOCA	The Department of Political Affairs/UNOCA will prepare and submit a report on behalf of the Secretary-General on progress achieved in implementing the LRA strategy.

Time frame	*Lead entity*	*Actions to be performed*
June 2013	UNOAU	UNOAU will support the African Union in conducting a training needs assessment for the Regional Task Force to identify training gaps and resource requirements. The African Union will, in turn, encourage Regional Task Force troop-contributing countries to conduct prerequisite deployment training. Subsequently, the United Nations Children's Fund (UNICEF) and the Office of the United Nations High Commissioner for Human Rights (OHCHR), in liaison with UNOAU, will support the African Union in reviewing the effectiveness of training in the area of protection of civilians.
June 2013	Department of Peacekeeping Operations	The Department of Peacekeeping Operations will establish appropriate mechanisms for improved coordination and sharing of information between the Regional Cooperation Initiative and the United Nations missions and entities in the affected area.
June 2013	UNOCA/UNOAU	UNOCA and UNOAU will assist the African Union to mobilize support (including financial, logistical, mobility, medical and communications support) for the troop-contributing countries to help them to set up and run the Regional Task Force sector headquarters.
August 2013	UNOCA/UNOAU	The African Union will work towards ensuring interoperability of communications among the sectors of the Regional Task Force through standardized training, deployment of language assistants and development of common policies.
September 2013	UNOCA	UNOCA will organize an LRA expert meeting to share information and assess progress in implementing the LRA strategy.
November 2013	Department of Political Affairs/UNOCA	The Department of Political Affairs/UNOCA will prepare and submit a report on behalf of the Secretary-General on progress achieved in implementing the LRA strategy.

Goal 2: efforts to promote the protection of civilians are enhanced

Time frame	*Lead entity*	*Actions to be performed*
Ongoing	United Nations Integrated Peacebuilding Office in the Central African Republic (BINUCA), United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO), United Nations Mission in South Sudan (UNMISS), UNICEF	The United Nations will encourage the Regional Task Force troops to conduct operations in a manner that minimizes the risk of harm to civilian populations in the affected areas. This includes the application of standard operating procedures regarding the treatment, repatriation and reintegration of defectors, abductees and others released from LRA.
Ongoing	BINUCA, MONUSCO, UNMISS	BINUCA, MONUSCO and UNMISS will continue their operations in LRA-affected areas within the constraints of existing resources to create the conditions necessary for the provision of humanitarian assistance.
Ongoing	BINUCA, MONUSCO, UNMISS	The United Nations, in collaboration with international partners and non-governmental organizations, will support programmes to establish early warning systems to ensure the protection of civilians.
Ongoing	Office for the Coordination of Humanitarian Affairs	Humanitarian agencies will develop and implement appropriate projects to address the gaps identified during humanitarian assessments in 2013.
April 2013	Office for the Coordination of Humanitarian Affairs	The Office for the Coordination of Humanitarian Affairs and humanitarian partners will present a revised version of the regional overview of humanitarian needs and response in LRA-affected areas. The document will include priority humanitarian activities in the Central African Republic, the Democratic Republic of the Congo and South Sudan and their related costs. Provided as an appendix to the implementation plan for the United Nations regional strategy, the document will also be used as an advocacy and fundraising tool to mobilize support for humanitarian activities in LRA-affected areas.
June 2013	UNICEF	UNICEF will ensure that general civilian protection actors are invited to participate in the annual meetings of child protection focal points as part of efforts to enhance sharing of information among protection actors.

Time frame	*Lead entity*	*Actions to be performed*
June 2013	Office for the Coordination of Humanitarian Affairs	All United Nations agencies involved in child protection and civilian protection will each appoint a dedicated LRA regional focal point with clear terms of reference.
December 2013	UNICEF, UNOAU, Special Representative of the Secretary-General for Children and Armed Conflict, UNOCA	With the aim of building institutional capacity for the protection of civilians and ensuring that the risk of harm to civilians is minimized during military operations, UNICEF will work with the Special Representative of the Secretary-General for Children and Armed Conflict, UNOCA and UNOAU to advocate the political support and space necessary to build capacity and develop appropriate monitoring and reporting mechanisms. UNICEF, with support from UNOCA and the Special Representative of the Secretary-General for Children and Armed Conflict, will facilitate the extension of standard operating procedures for handling children formerly associated with LRA to all contributing forces.
September 2013	UNICEF and OHCHR	UNICEF and OHCHR will develop and deliver training for all sectors of the Regional Task Force on issues such as child protection and human rights, linking, as much as possible, to existing standard operating procedures and African Union regulatory frameworks pertaining to the protection of civilians.
September 2013	UNICEF, UNMISS, MONUSCO, BINUCA, Office of the United Nations High Commissioner for Refugees, Office for the Coordination of Humanitarian Affairs, OHCHR	Within the framework of existing resources and capacity, the United Nations will continue to undertake protection and monitoring activities.

Goal 3: Current disarmament, demobilization, repatriation, resettlement and reintegration activities are expanded to cover all LRA-affected areas

Time frame	*Lead entity*	*Actions to be performed*
Ongoing	MONUSCO	MONUSCO will continue to work towards the expansion of FM radio coverage in LRA-affected areas, including through the use of MONUSCO disarmament, demobilization, repatriation, resettlement and reintegration radio broadcasts and local radios.

Time frame	*Lead entity*	*Actions to be performed*
Ongoing	Department of Peacekeeping Operations	The Department of Peacekeeping Operations will consult the African Union on the production of two sets of complementary standard operating procedures on LRA. The African Union procedures will focus on detention guidelines and the United Nations procedures on repatriation.
Ongoing	Department of Peacekeeping Operations/UNOCA	The Department of Peacekeeping Operations, in partnership with UNOCA, will work to finalize United Nations standard operating procedures on disarmament, demobilization, repatriation, resettlement and reintegration of LRA, including publication and translation and training and awareness-raising for United Nations staff, the Regional Task Force, national Governments and other key partners.
Ongoing	MONUSCO	The MONUSCO Joint Intelligence and Operations Centre in Dungu will regularly exchange and share information with the combined operations information fusion cells and, when operational, the Regional Task Force Joint Operations Centre, especially with regard to time-sensitive and actionable information, to increase the effectiveness of military operations.
June 2013	Department of Peacekeeping Operations/UNOCA	The Department of Peacekeeping Operations and UNOCA will work towards improving coordination mechanisms among BINUCA, UNMISS and MONUSCO on disarmament, demobilization, repatriation, resettlement and reintegration of LRA. Actions will include holding monthly videoconferences, appointing disarmament, demobilization, repatriation, resettlement and reintegration focal points on LRA (one per mission, plus a backup), holding face-to-face coordination meetings on a rotational basis and producing a quarterly bulletin/newsletter.
June 2013	MONUSCO	MONUSCO will work to improve security at safe assembly points in the Democratic Republic of the Congo, in partnership with the Regional Task Force.
June 2013	BINUCA/UNOCA	BINUCA and UNOCA will encourage the Government of the Central African Republic to endorse the national LRA strategy.
August 2013	UNICEF	UNICEF will explore the possibility of signing a memorandum of understanding between UNICEF and the International Committee of the Red Cross on repatriation of children and their reunification with their families.
December 2013	United Nations Development Programme (UNDP)	The World Bank Transitional Demobilization and Reintegration Programme and UNDP will develop a regional reintegration framework, with national reintegration programmes for LRA combatants, dependants and communities in the Central African Republic, the Democratic Republic of the Congo and South Sudan, in partnership with the national Governments.

Goal 4: a coordinated humanitarian and child protection response is promoted in all LRA-affected areas

Time frame	*Lead entity*	*Actions to be performed*
Ongoing	Office for the Coordination of Humanitarian Affairs	Humanitarian agencies will continue to deliver assistance and protection on the basis of need and within the framework of existing country-specific coordination frameworks, ensuring respect for humanitarian principles of neutrality, impartiality and independence.
Ongoing	BINUCA, MONUSCO, UNMISS	BINUCA, MONUSCO and UNMISS will enhance their operations in LRA-affected areas within the constraints of existing resources to create the conditions necessary for the provision of humanitarian assistance.
April 2013	Office for the Coordination of Humanitarian Affairs	With the aim of improving access and strengthening humanitarian response capacity in the affected countries, the Office for the Coordination of Humanitarian Affairs will encourage the Department of Safety and Security to conduct security risk assessments and gap assessments.
June 2013	Office for the Coordination of Humanitarian Affairs	The Office for the Coordination of Humanitarian Affairs will establish a coordination mechanism at the regional level to share information and consolidate data and analysis on humanitarians needs, challenges in access and protection constraints.
June 2013	Office for the Coordination of Humanitarian Affairs	The Office for the Coordination of Humanitarian Affairs will organize regional meetings with humanitarian and protection actors to plan and track progress in implementing the LRA strategy.

Goal 5: peacebuilding, human rights, rule of law and long-term development support is provided to LRA-affected Governments to enable them to establish authority across their territory

Timeframe	*Lead entity*	*Actions to be performed*
Ongoing	UNDP	Based on the findings of a recent MONUSCO International Security and Stabilization Support Strategy assessment on stabilization and State authority that was performed in consultation with local stakeholders, in addition to the World Bank's preliminary assessment of stabilization and rehabilitation needs in the LRA-affected areas, UNDP, MONUSCO and the World Bank will build on existing analyses of urgent priorities and issues within the framework of the International Security and Stabilization Support Strategy/stabilization and reconstruction plan for areas emerging from armed conflict on State-building and peacebuilding, recovery and human rights, so as to develop support strategies.

Timeframe	*Lead entity*	*Actions to be performed*
Ongoing	United Nations country teams	United Nations country teams will ensure that LRA-related issues are addressed in relevant country-specific United Nations strategic, peacebuilding and/or development frameworks (e.g. United Nations Development Assistance Frameworks, integrated strategic frameworks or peacebuilding support plans) at the earliest opportunity.
Ongoing	UNOCA	The Special Representative of the Secretary-General for Central Africa and Head of UNOCA, in collaboration with the African Union Special Envoy on LRA, will regularly engage LRA-affected countries at the highest political level on issues relating to human rights, peacebuilding and long-term recovery. They will also regularly engage international partners at the highest political level to encourage them to consider sustainable funding for recovery initiatives in LRA-affected areas. This should include advocacy for access to peacebuilding resources in the affected countries.
Ongoing	OHCHR	The United Nations, in collaboration with the African Union and international partners, including specialized non-governmental organizations, will assist LRA-affected countries in strengthening their national human rights institutions to fulfil their protection mandate, including by strengthening access to justice and accountability, among other things, through training and technical support, in particular in the LRA-affected regions.
Ongoing	OHCHR	The United Nations, in collaboration with relevant national authorities, will carry out a regional needs assessment and a best practice study on human rights abuses in the LRA-affected areas to develop a comprehensive regional plan to support human rights in those areas.
June 2013	BINUCA, MONUSCO, UNMISS	Field missions in the LRA-affected countries will conduct programmes to promote cross-border dialogue among LRA-affected communities to share common concerns and seek solutions on how to address them and build capacity for local conflict resolution mechanisms.
December 2014	United Nations country teams/Department of Peacekeeping Operations missions	The United Nations country teams will support efforts to rehabilitate key cross-border access roads such as Ezo-Source Yubu-Obo-Bambouti, Yambio-Nabiapai-Duru and Bangadi-Doruma-South Sudan.
December 2014	United Nations country teams	The United Nations will enhance joint planning, programming and monitoring in LRA-affected areas identified as priorities (for example through the United Nations Area Coordinator system or existing country-specific coordination frameworks) among relevant actors.
December 2014	United Nations country teams	The United Nations, in collaboration with international partners, including non-governmental organizations, will continue to support the LRA-affected countries in improving basic social services, in particular health services, including maternal health and psychosocial support, education, water and sanitation, with a special focus on LRA-affected areas.